



West Central Wisconsin Workforce Development Area

Workforce Investment Act Comprehensive Strategic Plan

Submitted by:

**The West Central Wisconsin
Workforce Development Board
&
County Boards' Consortium**

401 Technology Drive East, Suite 100
Menomonie, Wisconsin 54751
(715) 232-1412

Web Page: www.workforceresource.org

E-mail: inquire@workforceresource.org



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I. Workforce Development Area Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets

A. WDA Workforce Investment Needs

1. Employers/Businesses

The West Central Wisconsin Workforce Development Area Planning process has identified three core areas of need that apply to employers:

- a. Worker Availability – There is considerable concern in the region that the supply of workers does not equal the demand. The region is experiencing record levels of employment and the lowest rates of unemployment in history. The area has a relatively low population growth rate due to both low birth rates in recent decades and low levels of in-migration.

High workforce participation rates in the area partially offset these trends, however, this also means that there is a smaller pool of individuals to draw into the labor force in times of high demand. Additionally, the region's population is aging which will result in somewhat lower participation in future decades as the large post-war generation reaches retirement age where workforce participation rates drop significantly.

The region also has a greater proportion of its workforce that commutes out of the area for employment than commutes in. This is particularly true in the western sections of St. Croix, Pierce and to a lesser degree Polk Counties.

While the area is rich in educational resources and has high post-secondary student populations, due to the presence of three state universities and two technical colleges, it has historically exported much of this youthful talent due to the perceived lack of career opportunities.

This tightness in the labor market presents significant opportunities for non-traditional employees including women, minorities, older individuals, youth, individuals with disabilities and other populations who have had past difficulties in gaining access to job opportunities. Employers are increasingly willing to consider individuals that may have previously been screened out of employment due to competition from more experienced and skilled workers available in times of higher unemployment.

- b. Worker preparation – Do available workers have the skills necessary for available employment?

There is considerable concern that those individuals available for employment lack the skills necessary for available jobs. This is a natural

phenomenon in an extremely tight labor market, which is attracting individuals who have previously been regarded as marginally employable. Area school districts have extremely high graduation rates and high percentages of students that go on to post-secondary education both within and outside the area. Thus, many area young people are seeking professional careers and may not be as readily available for entry-level manufacturing, service and retail positions as in past generations. In college communities, however, students provide a significant resource for part-time, temporary, entry-level positions.

Employers frequently voice concerns that the workers that are available for entry level positions often lack basic work-maturity skills such as dependability, ability to work with others, initiative and productivity. Limitations in work-related, basic academic skills is another area of concern. Area manufacturers report considerable need for individuals to develop better applied mathematics skills as well as improved abilities to comprehend written materials and instructions.

While many employers report willingness to hire individuals and subsequently train in technical, job specific skills, they frequently cite concerns regarding individuals' abilities to benefit from such training without improved work behavior and basic skill foundations. Computer literacy is frequently cited as an area of need due to the increased prevalence of computers in all areas of employment.

The need to increase awareness of the general requirements and expectations of employers was frequently cited as an area of concern. Strong sentiments were expressed as to the lack of awareness of the realities of employment in the region as well as the opportunities that are available (see below). This also leads to concern that individuals are unaware of the skill requirements for available jobs which hinders the process of selecting appropriate training and education to prepare for those opportunities.

The region has a very diverse economy with nearly all occupational and industrial sectors having skill training needs. These occupational demand areas can change significantly over a five year period, so it is more important to have a system to gauge on-going employer demand. The goal of the local Job Centers is to capture as high a percentage of area job orders as possible in order to more accurately identify those trends that exist in the local economy. Specific areas currently experiencing high demand are shown under the occupational demand section of labor market information portion of the plan that follows in section IB1.

- c. Worker retention – What is necessary to retain workers in employment and in the area?

Of equal concern to the availability and preparation of workers is the retention of individuals who employers have invested resources in to recruit and train. Frequent concerns have been expressed in tendency of workers to begin employment at one firm only to be lured away to another

firm with promises of higher pay or increased benefits. It was noted by several employers that new hires would often abandon new employment prior to the completion of initial orientation, and never appear in the production, sales or service area.

Employers also recognized the need to create environments and working conditions that were more amenable to the needs of newer and non-traditional employees. The need to provide training for supervisors and management staff on the needs and challenges that such workers present in the work place was cited on several occasions.

Beyond the specific needs of firms to retain their individual employees, considerable concern has been noted about attracting and retaining workers in the area in general. There is significant sentiment that area residents lack awareness of the career and employment opportunities that exist in the area and thus often feel it necessary to look elsewhere to achieve their career potential. There is particular interest in increasing the awareness of area educators and students of the career potential that exists in the immediate area in order to encourage young people to seek careers in the region.

Many employers also recognized the need for community supports for individuals to aid them in maintaining themselves in employment. The lack of affordable dependent care was frequently identified, as was the lack of affordable housing and access to transportation in a predominantly rural area where commuting several miles to work is common place.

2. Job Seekers

Job seekers voiced concerns very parallel to those of area employers including

- a. Lack of awareness of area opportunities, employer expectations, job requirements and working conditions at area firms.
- b. Pay and benefit rates for area jobs were often perceived to be low compared to worker expectations.
- c. Many job seekers possess employment barriers that, even in a tight labor market, may limit their access to available employment opportunities including:
 - 1) Poor or sporadic work histories
 - 2) Work behavioral deficiencies
 - 3) Basic skills deficiencies
 - 4) Job skill training deficiencies
 - 5) Lack of job and career awareness including opportunities and requirements/demands
 - 6) Child/dependent care cost and access
 - 7) Transportation
 - 8) Health and disability concerns

- 9) Inability to effectively present themselves to employers
- 10) Affordable housing and other personal financial issues
- 11) Family and interpersonal relationship issues that impact work

- d. The rapid pace of change makes it difficult for workers to keep pace with workplace demands and know which education and training direction to take to prepare for their employment future.

3. Incumbent Workers

The primary concerns of identified for incumbent workers fell into the following categories:

- a. The need for workers to keep pace with a continually changing work environment with greater demands for technological and interpersonal skills. Workers react differently to the need for continual training and upgrading of skills. Some workers readily adapt to change and recognize the need to continually upgrade skills and productivity through life-long learning and development, while others are threatened by this challenge.
- b. The need for individual/family supporting employment with adequate compensation, benefits, stability and access to promotional opportunities. Recent history is still in the minds of many area workers who remember significant layoffs, plant closings and downsizing in area firms. They are often presented with information that indicates that the area wages are below those in other areas of the country.
- c. Work-related challenges to job retention including:
 - 1) Dependability
 - 2) Productivity
 - 3) Interpersonal, team and supervisory relationships
 - 4) Basic skills deficiencies
 - 5) Workplace safety
 - 6) Work quality
 - 7) Initiative and motivation
- d. Non-work challenges that impact on work and productivity including:
 - 1) Child and dependent care issues
 - 2) Family and inter-personal matters
 - 3) Housing and other personal finance matters
 - 4) Health issues
 - 5) Transportation

4. Youth

Needs relating to youth fall into categories of those needs expressed about youth and those expressed by youth.

- a. Needs expressed by Youth –

- 1) Youth often cite the lack of opportunity compatible with their needs and interests in their home communities as a concern.
 - 2) Non-work pressures and competition for time including social, peer, educational and extra-curricular activities that effect availability and interest in work.
- b. Needs expressed in regard to Youth - Those who express concerns about youth generally cite the following:
- 1) A lack of appropriate preparation in basic literacy and other academic skills.
 - 2) A lack of understanding of the requirements of work
 - 3) Poor work ethic and lack of motivation
 - 4) Lack of awareness of available opportunities
 - 5) Lack of specific job skills.

These perceptions may not be totally accurate on either part. Youth may lack awareness of available opportunities, while employer contact with entry level applicants may be skewing their views of the status of youth. Work environments and opportunities have changed drastically in recent years and many individuals are not aware of the opportunities that are present in their local communities. Those young people seeking entry level employment are disproportionately comprised of barriered individuals due to the tight labor market. Additionally, more highly skilled and motivated young people are engaged in higher education and post secondary preparation than ever before, and thus often not available to the local labor market

B. Labor Market Information

1. Current and Projected occupational/employment opportunities

Virtually all sectors of the non-farm economy in West Central Wisconsin are showing strong demand potential. Manufacturing, retail and service sectors all report high levels of demand and some difficulty in filling job vacancies. Areas with significant employment opportunities include:

Manufacturing and assembly workers
Machine tool trades
Construction and related skilled trades
Auto/Truck Mechanics
Truck Drivers
Medical technologists
Health and personal care
Retail clerks and cashiers
Food service workers
Waiters, waitresses and bartenders
Information processing workers

- Computer support workers
- Administrative support workers
- Industrial Maintenance
- Janitorial workers

2. Necessary Job Skills

Nearly every study of skill requirements identifies basic positive work behaviors and academic skills as the most critical needs in the workforce. This is due to their importance and because they are universally required in virtually all occupations. Job specific skills, on the other hand, are by definition specific to a job and thus not universally required.

Some of those universally required/desired skills are:

- Attendance, punctuality and dependability
- Co-worker, supervisor and team-work relationships
- Productivity and initiative
- Concern for quality work
- Workplace safety
- Basic literacy, communication and computation skills
- Problem solving
- Computer literacy
- Customer service/relations

Job Specific skills in areas of particularly high demand include:

- Computer hardware and software technicians
- Information technology
- Machine trades
- Construction trades
- Truck driving
- Auto/truck mechanics
- Healthcare/personal care attendants
- Nurses
- Nurses aids
- Childcare workers
- Call center operators
- Retail sales
- Food service
- Manufacturing assembly

3. High demand/high wage jobs and industry clusters, as well as the related skill needs and an assessment of current activities to address those needs in your local area.

C. Current Workforce Investment Activities and Assets

The West Central region has been active in identifying its assets and needs for a number of years through its collaborative planning process which regularly inventories the service base of partner agencies. This information forms the basis of the asset analysis that follows. In addition to this ongoing process, a series of regional forums were conducted in each Job Center area, to which

representatives of all partner agencies were invited to provide input into this planning process. Partner agencies were also asked to provide input through the Collaborative Planning Team process as well as being provided access to the web-page format that allowed individuals or organization to provide input.

1. Adults, Dislocated Workers and Displaced Homemakers

West Central Wisconsin is relatively rich in workforce investment assets. The region has been in the forefront of Job Center development for a number of years. A Job Center is located in each area county. These Centers generally house services of the core partners including Workforce Resource, Job Service, Division of Vocational Rehabilitation, W2-Wisconsin Works and frequently Wisconsin Technical College basic skills programs.

The technical college system has major campuses Eau Claire, Rice Lake and New Richmond, with satellite centers in Chippewa Falls, Menomonie, River Falls and Hudson. Job Center locations include Eau Claire, Nielsville, Chippewa Falls and Balsam Lake. The region is also home to three University of Wisconsin campuses that include UW-Eau Claire, UW-River Falls and UW-Stout in Menomonie. These post-secondary institutions are tremendous workforce development assets for the region, providing extensive training opportunities for adults and dislocated workers. They are also assets in attracting businesses to the region as well as drawing-in individuals seeking education, training and employment opportunities.

The region also has active business and economic development organizations that are increasingly turning their attention to workforce development issues. Several area chambers of commerce maintain workforce and education related committees that provide opportunities for collaboration and networking with the business community. Economic Development organizations are very supportive of the Job Center and area education and training systems as they recognize their importance and attracting and retaining employment opportunities for the region.

The business community itself is a major asset to the region, providing increasing levels of training for workers. Area employees are also an asset in that significant numbers of area workers are pursuing employment related skill training while currently employed.

Workforce development activities in the region are quite diverse. Area Job Centers have provided job fairs and other recruitment and employment matching activities on a regular basis over the past few years. Recent additions include featuring key employers with displays in the Job Center of that employers products, services and hiring needs. Area Technical Colleges and Universities have instituted much more flexible program offerings to allow employed individuals seeking to upgrade skills greater access to training, while also increasing access to training for area employers. Distance learning activities and on-site training are also increasing as strategies to meet employer and employee needs. The internet is gaining prominence as a

means to gather information on training and service needs as well as providing access to information for those seeking services.

Emphasis needs to be placed on outreach to employers to more actively identify workforce development needs and outreach to potential job seekers to increase the pool of available workers for the opportunities available. There is a general need to upgrade the basic skills of many area workers and engaging employer participation in that effort to establish basic skills benchmarks and provide access and encouragement for those needing to upgrade skills. Increased marketing of workforce development services the employer community is essential to gain participation and aid in the overall workforce development for the region. Efforts to model best-practices to attract and retain employees is also needed.

2. Youth

Job Centers in the region are all actively engaged in youth employment activities. Job Centers are the focal point of area Summer Employment Initiatives as well as current year-round youth activities. These activities are linked with local school district school-to-work initiatives including those targeted at individuals with disabilities. Job Center staff are active participants in area school-to-work and tech-prep committees, assist with career and job fairs for youth, conduct Job Center orientations for youth seeking employment and career information and actively promote and develop work-based learning and youth employment opportunities.

The region is home to 55 school districts which are tremendous assets to workforce development in the area. The districts, in general, have high levels of achievement with high graduation rates, high scores on standardized tests and high levels of transitioning students to post-secondary education. Many schools promote work-based learning activities and other school-to-work initiatives. The districts aid the Job Centers in identifying youth eligible for program assistance and coordinating with Job Center services.

The two regional education agencies, CESA's 10 & 11, provide an array of workforce development related services including coordination of school-to-work efforts in conjunction with the two area technical colleges. They promote a variety of applied learning staff development opportunities including the Cray Academy. Area technical colleges and university campuses provide opportunities for youth through the "Youth Options" program and other advanced placement classes.

A variety of community-based organizations provide local and regional youth activities related to workforce development including area Community Action agencies, Junior Achievement, Big Brother/Sister, Boy/Girl Scout programs and County Youth Extension Agents. Each of these organizations has activities that relate to career and vocational development of youth as a portion of their service strategy. Representatives of these organizations have agreed to serve on the area's Youth Council to assist in the coordination of WIA and other youth services in the region. Additionally, there are a variety of

civic and faith-based organizations that provide related youth services and chamber of commerce committees that focus on education and school-to-work issues that are assets to the effort.

While there is general information available on the services of each of these organizations, there is no comprehensive listing of these services. One of the initial activities of the Youth Council will be to gather the information on youth services to develop such a comprehensive menu of service. Following the gathering of such resource information the Youth Council will be better able to make recommendations on how these related youth services can be more effectively integrated into a comprehensive youth service strategy for communities in the region.

3. Employers

Services to employers are available through the Job Centers, Technical Colleges, Universities, chambers of commerce, economic development organizations and community-based organizations.

Job Center Employer Relations teams assist with recruitment for available job openings. The JobNet and America's Job Bank are the primary vehicles utilized to promote those opportunities. Staff from a variety of partner agencies are active in development and implementation of Job Fairs held throughout the region. Job Centers are beginning to implement job retention and advancement services for incumbent workers.

Area Technical Colleges and Universities provide a wealth of training and technical assistance opportunities for employers. Their services are also integrated into the Northwest Manufacturing Outreach Center which provides specialized training and technical assistance to area manufacturers.

Area Economic Development and Chamber of Commerce organizations are getting increasingly active in workforce development activities due to the impact this has on business attraction and retention.

II. Workforce Development Area Vision and Goals

A. Vision

West Central Wisconsin a region where:

■ **All** of our working age residents are productively employed in satisfying and rewarding jobs, ...

■ Our businesses are profitable, responsible contributors to our communities; providing satisfying, rewarding career opportunities, and...

■ Our communities are vital, attractive environments that provide for the needs of residents and businesses -

And our workers, businesses and communities are:

■ Supported by a fully integrated, efficient, effective and high quality workforce development system.

- B. **Goals** – The following are goals from the current Workforce Plan and will be updated based on public and Workforce Board Input by Fall of 2005

Goal One

Provide regional workforce development policy direction that is responsive to local needs and legislative direction

Objective 1.1

- **Maintain an effective workforce development policy structure for West Central Wisconsin**

Strategy 1.1.1 – Maintain active Board membership that represents each county's business community and all required organizational structures.

Strategy 1.1.2 – Develop committee structures that will allow the Board to achieve its goals.

Strategy 1.1.3 – Develop an annual calendar of events and plan of work that provides guidance and direction for Board members in carrying out their activities.

Strategy 1.1.4 – Develop performance measures for the Board to aid in determining its own effectiveness.

Objective 1.2

- **Effectively link the Workforce Development Board with other local and regional planning and service structures to assure coordination of effort.**

Strategy 1.2.1 – Develop and disseminate the interactive Workforce Resource Web-page and other public information mechanisms to inform and gather continuous input from related entities.

Strategy 1.2.2 – Conduct or participate in dialogue sessions in each County at least annually to maintain on-going strategic planning input, review needs, strategies, performance and resource effectiveness.

Strategy 1.2.3 – Develop agreements on liaison roles of WDB members, planning, information sharing and service coordination with area business, economic development, and workforce development organizations throughout the region.

Strategy 1.2.4 – Each Job Center maintain a community advisory process/structure.

Objective 1.3

- **Develop, disseminate and implement a comprehensive, integrated strategic plan, based on an accurate assessment of area needs, that provides effective workforce development guidance and direction for the region**

Strategy 1.3.1- Assure that the plan reflects information gathered from all sources including community dialogues, Job Center customer data, partner agency, economic development, business, labor and educational organizations.

Strategy 1.3.2 – Develop materials and presentation formats to equip board members and staff to function as a “Speakers Bureau” on workforce development issues.

Strategy 1.3.3 – The Plan shall be regarded as a “work-in-progress” that is reviewed and adjusted as needed to reflect the changing needs of the region.

Goal Two

Emphasize Customer Service - analyze and respond to rapidly changing workforce development needs

Objective 2.1

- **Identify and respond to customer/stakeholder service needs**

Strategy 2.1.1: Conduct or participate in community forums, gather and analyze data from other sources to identify customer/stakeholder needs on an on-going basis

Strategy 2.1.2: Maintain on-going Job Center customer needs identification, including web-page formats to supplement existing data.

- Strategy 2.1.3 Review needs identification data and resource allocation in relation to needs at least semi-annually and adjust service plans as needed.

Objective 2.2

- **Measure customer/stakeholder satisfaction with services**

- Strategy 2.2.1 Develop and maintain on-going Job Center customer satisfaction measurement mechanisms at each Job Center.
- Strategy 2.2.2 Incorporate available customer satisfaction reports into the annual reviews of partner agency plans as they are available. Encourage customer satisfaction measures to be included by all partner agencies and, where feasible, integrate customer satisfaction measurement among partner agencies.
- Strategy 2.2.3 Review customer satisfaction data at least semi-annually and adjust service plans to maximize satisfaction

Objective 2.3

- **Continuously improve the quality of service and customer/stakeholder satisfaction**

- Strategy 2.3.1 Develop and implement a Continuous Quality Improvement plan consistent with Baldrige or other commonly accepted principles and standards.
- Strategy 2.3.2 Establish customer service goals and performance standards and adjust annually to continuously improve service effectiveness and quality

Goal Three

Align resources to meet community needs

Objective 3.1

- **Maximize the effectiveness of available resources in addressing community needs through supporting continued integration of resources into the area Job Center system**

- Strategy 3.1.1 Conduct an annual review of partner agency support and service integration within the Job Center system and incorporate recommended adjustments into the Board's plan review process
- Strategy 3.1.2 Develop on-going recognition systems that acknowledge exceptional organizational and individual support of the Job Center system

Objective 3.2

- **Assure adequate availability of resources to address area workforce development needs by advocating for, seeking, and acquiring those resources.**

Strategy 3.2.1 Conduct annual reviews of resource availability in relation to community needs identification to determine if sufficient resources are available to meet area needs

Strategy 3.2.2 Solicit resources from private and public sources and advocate for allocation of resources to the region to address unmet needs.

Goal Four

Increase community awareness of the scope and value of Job Center and other workforce development services

Objective 4.1

- **Increase job seeker utilization of and satisfaction with Job Center network services**

Strategy 4.1.1 Provide promotional support to inform area Job Seekers of availability of services

Objective 4.2

- **Increase employer utilization of and satisfaction with Job Center network services**

Strategy 4.2.1 Develop and implement a marketing plan, with the support of all partner agencies, to increase employer awareness of Job Center and related workforce development services.

Strategy 4.2.2 Implement an employer relations strategy designed to maximize information on area employment opportunities and integrate information into JobNet and America's Job Bank through collaboration of all partner agencies.

Strategy 4.2.3 Increase the value of Job Center services to employers by increasing access to information on available workers through encouraging registrations into America's Talent Bank

Strategy 4.2.4: Identify all employer services including post-employment service strategies available through each partner agency and incorporate into Menu of Service and other public information strategies.

Strategy 4.2.5: Promote available post-employment services to Job Seeker customers and incumbent employees.

Objective 4.3

- **Increase community awareness of and support for Job Center network services**

Goal 5

Maximize the participation and retention of all area workers in satisfying and rewarding jobs

Objective 5.1

- **Increase employment access and retention of under-utilized populations including limited English-speakers, older individuals, individuals with disabilities and other under-utilized “non-traditional” workers**

- | | |
|----------------|---|
| Strategy 5.1.1 | Increase Job Center outreach and registration of <u>all</u> individuals available for employment |
| Strategy 5.1.2 | Promote benefits and strategies to encourage employment of non-traditional employees to address worker shortages |
| Strategy 5.1.3 | Promote services to assist employers to make reasonable accommodations for non-traditional employees that will increase hiring and retention of under-utilized populations. |

Objective 5.2

- **Increase the awareness of employment/career opportunities among area secondary and post-secondary students, parents, educators, out-commuters and others**

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|----------------|---|
| Strategy 5.2.1 | Support career expo's, job fairs and other strategies that increase awareness of area employment opportunities |
| Strategy 5.2.2 | Conduct outreach in conjunction with area educational institutions to register students at Job Centers and increase access to local employment opportunities |
| Strategy 5.2.3 | Support campaigns to inform commuters, former residents, separated military personal, trailing spouses, vacationers, out-of-area dislocated workers and others of area employment opportunities |

Objective 5.3

- **Increase access to rewarding and satisfying jobs for area workers**

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|----------------|--|
| Strategy 5.3.1 | Identify and promote, through an “Employer of Choice” campaign, those best practices that result in satisfying and rewarding employment opportunities for area workers |
| Strategy 5.3.2 | Develop community awareness campaigns which include job fairs, career expo's, employer features at Job Centers |

and on the web-page to increase awareness of available opportunities.

Objective 5.4

- **Aid employers and workers in employment retention and advancement**

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|----------------|---|
| Strategy 5.4.1 | Integrate Incumbent Worker, Workforce Attachment and Advancement resources into the Job Center service design and conduct concentrated employer outreach to identify and address such needs in the region |
| Strategy 5.4.2 | Integrate Job Center outreach efforts with those of economic development/business organizations, technical colleges and universities to maximize effectiveness in reaching incumbent workers in need of assistance. |

Goal 6

Match the preparation of area job seekers and workers to the requirements of rewarding and satisfying employment opportunities in the area

Objective 6.1

- **Identify and inform area job seekers and educators of skills required for area employment opportunities**

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|----------------|--|
| Strategy 6.1.1 | Promote Job Centers as the primary system for employers to register job opportunities in order to maximize information on workforce demand and employment requirements |
| Strategy 6.1.2 | Assure Job Centers have the capability to effectively gather and disseminate information on area employment opportunities and requirements through the collaborative efforts of all partner agencies |
| Strategy 6.1.3 | Annually provide or participate in staff development activities for educators , such as “Workforce Development Forums for Educators” to increase educator awareness of workforce development needs, resources and linkage potential. |

Objective 6.2

- **Identify needs and provide services necessary to prepare job seekers/workers for satisfying and rewarding jobs in the area**

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|----------------|---|
| Strategy 6.2.1 | Develop and implement “Employee of Choice” program to inform job seekers and promote the development of the employee characteristics desired by “Employers of Choice” |
| Strategy 6.2.2 | Equip area Job Centers, through the contribution of all partner agencies, with the capability to provide appropriate assessment, career planning and job search resources |

- Strategy 6.2.3 Partner agencies shall aid in consumer choice by providing accurate and timely information on the nature, quality and effectiveness of services through the Automated Menu of Service, approved training provider lists and/or other agreed upon informational vehicles.
- Strategy 6.2.4 Expedite referral to appropriate training through efficient use of individual training account vouchers other information and referral mechanisms that will increase awareness of available education and training services.
- Strategy 6.2.5 Maximize effectiveness of training needs identification through information sharing and coordinated information gathering. Incorporate coordination of information gathering, and sharing into partner agency Memoranda of Understanding.

Objective 6.3

- **Promote the development and implementation of work-based and other applied learning strategies to increase the awareness and preparation of area youth for employment opportunities**

- Strategy 6.3.1 Conduct summer employment and year-round youth activities that emphasize career awareness, applied and work-based learning, employment readiness and the need for on-going training for area youth.
- Strategy 6.3.2 Develop and maintain a web-based data base to identify and promote business-education partnership opportunities including:
 - work-based learning opportunities
 - mentoring
 - educators in the work-place
 - internships
 - career exploration
 - employer tours
 - employers in the classroom
- Strategy 6.3.3 Conduct a business feasibility studies on the potential of developing youth run enterprises such as youth centers as work-based learning activities and implement as determined feasible.
- Strategy 6.3.4 Job Center Youth Specialists will foster integration of WIA youth activities into School-to-Career efforts through participation on local school-to-work and other youth advisory structures.
- Strategy 6.3.5 Identify all related youth services in the region including Cray Academy, youth apprenticeship, business education

partnerships and establish a coordination plan between services and WIA Youth Services to be overseen by the Youth Council.

C. Tracking Progress

Once initial planning and developmental objectives have been attained, the WDB will move to a system of quarterly continuous quality improvement reviews for each Job Center conducted by Job Center Management Teams coupled with WDB and Local Elected Officials representing each county Job Center area.

Job Center Management Team Members will be charged with gathering and presenting performance information relating to their functional areas of responsibility and presenting that information to the quality assurance committee for each job center.

These reviews will focus on progress in attaining goals established for each Center and for the region, including service outcomes, market penetration, customer satisfaction and continuous quality improvement measures.

These quarterly reviews and subsequent reports will be compiled into a region-wide review of overall performance and utilized to develop recommendations for alterations in strategies or modifications of goals as indicated determined by the WDB and Consortium.

D. Vision and Goal Setting Process – Incorporating the needs of the entire Workforce Development Area

The vision and goal setting process for Workforce Investment planning began in 1996 with the first comprehensive strategic plan for the Private Industry Council that called for the establishment of a Workforce Development policy development and integrated planning structure for the region. This led to the direction by the County Boards' Consortium to transition the Private Industry Council to a broader policy oriented Workforce Development Board in 1997, well in advance of federal legislation and state guidance. This process continued through the recent enactment of the Workforce Investment Act, which provided the legislative authority for the establishment of the Board.

The Board continued its strategic planning efforts by developing a format for and scheduling community workforce development dialogues in each county in the region between November, 1999 and January, 2000. These dialogues brought together business leaders, economic development organizations, educators, labor representatives, job seekers and workforce development professionals to develop a shared vision, catalogue the workforce development assets and resources of the area, identify the area's workforce development needs and develop strategies for addressing those needs. The intent of the dialogues was also to establish a pattern of on-going communication and linkage with the entire network of interested individuals and organizations in the region to assure the dialogue on these issues continued beyond these initial sessions. The information gathered from these forums and from the efforts of other organizations provided the foundation for the development of this plan.

The Workforce Development Board has also initiated an interactive web-page which was designed specifically to gather information on needs and strategies on an on-going basis at **www.workforceresource.org**. The results of each dialogue have been posted on this web-page as they were compiled. Individuals can continue to provide input as they choose through the interactive input component of the web-page, and representatives of the Workforce Development Board can respond to questions and inquiries. This plan will be posted and available for review and comment on a on-going basis by January 13, 2000.

In addition, the draft plan has been provided to each partner agency and made available to the public through each county's Job Center as indicated in public notices placed in newspapers in each county.

III. Workforce Development Board

A. Plan Input and Review Process

1. Consultation with Key Partners

The Draft Plan was published on the Workforce Development Board Website on April 11, 2005 and presented to the Workforce Development Board, the County Boards Consortium (Local Elected Officials), representatives of Organized Labor, Mandatory Job Center Partners, area Economic Development Corporations, and the Regional PK-16 Consortium at a joint Strategic Planning Session on April 15, 2005.

Notices will be published in each of the nine official county journals to inform the public of the availability of the plan for review and comment. A series of County Forums have been scheduled to present the plan, provide information on labor market trends and gather input on area workforce, economic, education and community development needs and issues. These forums will take place in May and June 2005 and will provide the public with the opportunity to comment on the plan, and identify needs and issues that are critical for the workforce development system in the region to address. The invitation list to these forums include local elected officials, economic development organizations, chambers of commerce and other business/trade organizations, business leaders, educators, community-based and community development organizations and faith-based organizations.

2. Public comments received

Summaries of comments received will be included in an appendix to this plan and responses to comments will be incorporated into provisions of the plan as appropriate.

B. WDB Functions

1. Roles and responsibilities which may differ from those specified in the Act.

The West Central WDB will carryout all responsibilities identified in the Act. In addition, the WDB has been asked to facilitate a Regional Development effort that is intended to result in a comprehensive plan for the region uniting workforce, educational, economic and community development.

2. Fiscal Agent

Workforce Resource Inc. an organization made up of the former service and administrative staff of the Workforce Development Board has been designated as the fiscal agent by the County Boards' Consortium.

3. Waiver requests

None at this time – but the WDB reserves the right to request waivers as needs arise

- C. WDB Composition

1. Nomination and selection process

Nomination solicitation forms and Board information packets were sent to each eligible business organization in the WDA. News releases were placed in area newspapers to inform the public of the vacancies that existed and the qualifications necessary to be considered for a seat on the Workforce Development Board. When inquiries were received, information packets were sent to potential appointees and they were referred to the appropriate nominating organization. Local Elected Officials also were provided with information packets and distributed them to potential candidates.

Nomination information received was reviewed by the County Boards' Consortium in comparison with state/federal membership requirements and the plan of representation desired by the Consortium to assure geographic representation. Following review of information, the Consortium acted on appointments based on votes of the Consortium members at publicly noticed meetings and forwarded nominees to the Workforce Development Board to be seated.

A solicitation/nomination and appointment process for non-business members, similar to the business member process identified above was followed with the exception of press released specific for this purpose because non business seats were limited to specific organizations. Solicitations were sent to eligible nominating organizations, nominations were received by the Consortium, reviewed and appointments made based on votes of the Consortium members at publicly noticed meetings.

2. Membership List

An up-to-date membership list (form A) is included in the Appendices

3. Attach a diagram or description of the WDB subcommittee structure

A diagram and narrative describing the subcommittee structure, roles and calendar of activities is included in the Appendices.

4. WDB vacancies

The Chair, executive committee or membership committee of the Board will notify the County Boards' Consortium of any vacancy in order to begin

the process of new appointee solicitation. Additionally, Board members are asked to forward any resignation to the Chief Elected Official .

E. Youth Council

1. Roles and responsibilities

At this point in time, it is anticipated that the Youth Council will function as a subcommittee to the Board and be strictly advisory. That decision will be reviewed as the Council is formed and begins to function within this advisory capacity. Roles of the Youth Council will include: providing advice to the WDB on strategic planning issues that pertain to youth; developing recommendations for the selection of youth service providers for WIA programs; providing oversight for WIA and other area youth programs; promoting development and participation in school-to-career activities that will assist in connecting all youth to the world of work.

2. Conflict of interest codes of conduct

The Conflict of Interest provisions that are included in Appendix 1 will also apply to the Youth Council and all committees of the Workforce Development Board and committee members regardless of their status as Board members.

3. Complete the Youth Council Membership

Youth Council membership is included on the attached Form B.

4. Youth Council Activities

The Area Youth Council is scheduled to meet on a quarterly basis. Recent activities include approval of a Regional Employability Certificate, participation in the organization of a Regional Career Fair (Career Valley) and establishment of youth service goals and objectives.

F. Workforce Development Board Support

1. Administrative support

Primary staff support to the WDB will be provided by Workforce Resource staff. Workforce Resource is the administrative entity for the Workforce Development Board as a separate organization. Where segregation of responsibilities is required to avoid conflict of interest issues, staff will be assigned to the Board that shall be totally under the direction of the Board for those purposes and those responsibilities segregated from the Workforce Resource service structure or contracted from another independent source. At this point it is estimated the amount of staff resource provided to directly to the Workforce Development Board for its direct administrative purposes will amount to 1 full time equivalent position with such other support as necessary for administrative and fiscal support. Additionally, it is anticipated that other

partner agencies will provide staffing assistance to the Board when addressing issues that are specific to those entities. Staff that will provide this support are anticipated to be those that are currently active in the One Stop Operator Consortium. Such support is estimated to involve providing annual summaries of program activities, participation in quarterly collaborative planning efforts and providing updates to the Board on issues of interest to the Board for which that agency has particular expertise.

2. Organizational Chart for the WDB

The Organizational chart outlining the staff and board relationships is included in the Appendices.

3. Administrative fund distribution:

- a. WDB support: To be funded from DWD discretionary allocation supplemented by administrative support estimated to be <2% of WIA resources.
- b. One-Stop Operator: Administrative cost estimate <2% of WIA resources.
- c. Core/Intensive Services: Administrative cost estimate <2% of WIA resource allocation.
- d. Training: Administrative cost estimate <2% of WIA resource allocation.
- e. Other: Administrative cost estimate <2% of WIA resource allocation.

IV. One-Stop Delivery System – The following incorporates language from the current Workforce Plan and will be updated upon receipt of new guidelines from the Department of Workforce Development

A. System Description

An on-site presence of each One-Stop partner at the comprehensive centers is strongly encouraged.

1. Describe the One-Stop Delivery System for the WDA.

- a. Describe the local system for delivering the services of the required One-Stop partners in a seamless and integrated manner to job seekers, incumbent workers, youth and employers.

The West Central Wisconsin WDA has a long-standing network of Job Center sites located in each county that have participation from a variety of partner agencies. This participation varies from site to site based on local organizational structures and variable participation from regional agencies. The specific participation of organizations will be found for each site in the MOU/Job Center agreement structure that is outlined later in this plan. This structure is designed to consolidate a variety of former agreements previously utilized to provide for the coordination of services at area Job Centers. The MOU process will provide an umbrella structure to outline the participation, contributions, collaboration, service and administrative integration that will take place at each site with each partner agency. Information from those agreements will be aggregated to arrive at a specific integration picture and structure for each Job Center and the combination of each Job Center structure will comprise the regional description of integration. Core partner agencies to these agreements include Workforce Resource, Job Service, County W2 agencies, DVR and WTCS. Additional partners that are being added more directly to the system include Green Thumb, Senior Aides, Literacy Volunteers housing, transportation and childcare networks operated through community based organizations.

1) Job Seeker Services

The West Central Workforce Development area maintains one Job Center in each of its nine counties. These centers operate under the Partnership For Employment model established by the State of Wisconsin as the preferred method of operation under the federal On-Stop demonstration project. Each Center maintains a Resource Room that includes access to job openings through JobNet, America's Job Bank and a variety of employment related information services including, publications and software to assist in career decision making, job search, resume development and other aspects of identifying career areas, preparing for

employment or locating available jobs. Information on job training and educational services is available, as is access to self-paced educational software, which allows self-directed academic enrichment. Staff from participating agencies, are available to assist individuals in utilizing these materials to achieve their employment objectives.

Professional employment consultants from partner agencies are available in each center to assist individuals in the utilization of these resources and interpretation of results. This includes limited career guidance, information on area employers, job lead assistance and resume consultation among other services. Each Job Center provides a series of introductory Career Decision Making and Job Seeking Seminars as a part of its lite-service strategy. These seminars include orientation to Job Center Services, basic career assessment, information on training and education resources, and strategies to select appropriate career or job opening areas. The Job Seeking Seminar provides information on job search techniques, application procedures, resume development, interviews, follow-up letters and electronic job search.

Intensive services are provided by the participating agencies in accordance with funding source guidelines. A variety of intensive services through Workforce Investment Act, DVR, W2 and Green Thumb/Senior Aides are generally available directly at the Job Center or through referral from the Job Center. Each Job Center maintains an automated Menu of Service that informs interagency staff and customers of the available services and how they may be accessed in each locality. This information is available at each Job Center and through the internet.

2) Youth Services

Youth Services are extensively integrated into area Job Center operations. Out-of-School youth assistance will be provided in a manner somewhat parallel to the adult job seeker services referenced above, with the inclusion of the intensive services required by the Workforce Investment Act. Youth specialists will be located in each Job Center who will coordinate WIA Youth activities in each county. These specialists will maintain continual contact with area schools to identify economically disadvantaged in-school youth in need of assistance and those youth that are leaving the school system who also require assistance in meeting employment and career development needs.

It is anticipated that the youth specialists will also maintain extensive contact with the employer communities in each area to assist youth and educators to determine the education and training needs that are necessary for available employment opportunities. Each Job Center will maintain a data-base of work-

based learning and other educational partnership opportunities available to area youth and will assist in brokering those services for youth, employers and educators.

3) Incumbent Worker Services

West Central Wisconsin, in conjunction with the Western WDA, is fortunate in being a demonstration site for Incumbent Worker Training. This provides the opportunity to develop systems applicable to WIA to determine and address incumbent worker training and job retention needs. These services will initially focus on intensive employer outreach to identify individuals and firms that require assistance for workers to gain necessary skills and develop work behaviors in order to retain employment or advance to greater levels of economic self-sufficiency. WDA staff will be working in partnership with area technical colleges and the Northwest Manufacturing Outreach Center at UW-Stout, area business and economic development organizations to identify and address such needs.

These services will be integrated with those provided under the Workforce Attachment and Advancement funding recently provided by the state legislature. Together these resources will enable extensive employer outreach, needs assessment and service delivery to upgrade the skills and enhance the work behaviors and productivity of a significant number of incumbent workers.

More generally, Job Center services will be available to any incumbent worker who desires to access these services to identify services that may help in maintaining and enhancing employment potential. These might include additional training, promotional opportunities and supportive services necessary to maintain or advance in employment.

4) Employer Services

Job Order posting through JobNet and America's Job Bank are the primary employer self-directed services. JobNet listings are available through personal contact, telephone, Fax and the internet. All of these are marketed through multi-agency employer relations teams in each county. Follow-up is provided on all job orders placed within the system by collaborating organizations located in each Job Center.

Job Center staff advise employers on structuring job orders and describing positions in a manner to better attract the right job seekers, distributing and receiving applications, providing basic labor market information or referral to additional assistance.

More intensive services are provided on individual agency bases depending on staff availability and funding source guidelines. Some fee-for-service activities are being conducted to provide more intensive services. Such services tend to be concentrated on more intensive recruitment and employee screening services.

The incumbent worker services sited above, are intended to also serve as significant benefits to employers. Upgrading the capacity of workers will assist employers to retain workers and improve productivity and profitability.

Area Job Center staff provide extensive assistance in recruiting employees through Job Fairs and related events that attract many hundreds of job seekers each year throughout the region.

- b. Address how access to the local system will be achieved and continuously improved so that any individual or employer will have access to the One-Stop system and to core employment related services.

Access will be achieved by maintaining a Job Center site in each county, increasing awareness and points of contact for internet access and strengthening linkages through affiliated sites at partner agencies.

Additionally, efforts will be made to expand outreach efforts of Job Center partners through networking with area business and economic development organizations, schools, community based organizations and other interest parties.

Continuous quality improvement will be emphasized through the development of annual quality improvement plans for each Job Center and requests for similar quality improvement emphasis from partner agencies as a part of their annual plan reviews.

2. Identify Current and Planned One-Stop Service Locations in the WDA.

- a. Comprehensive Center identification is included in Form C.
- b. Other sites in the area's One-Stop delivery system that are in addition to the comprehensive centers

Because the region has had a highly developed one-stop system with locations in each county, it is not anticipated that additional expansions will occur in the near future. However, the creation of an itinerant site in partnership with WITC at a recently opened location in Hudson to attempt to reach commuters traveling to work in Minnesota as well as tourists is being entertained.

- c. Describe changes to the present system planned through 6/30/04 (e.g. additional partners, service sites, new service methodologies, technological improvements etc.) include timeframes.

Outreach locations in area schools to be operated in partnership with school-to-work, youth apprenticeship and tech-prep programs are under consideration. Such centers will be investigated as part of a comprehensive youth service strategy to be developed by the area Youth Council.

B. One-Stop Operator

1. One-Stop Operator(s) Designation

a. One Stop Operator Consortium

The County Boards' Consortium and Workforce Development Board have acted on several occasions, most recently on December 6, 1999 and December 7, 1999 respectively (see attached minutes) to endorse the Consortia model as the method of One-Stop operation for the WDA. The Job Center Management Team will include contributing organizations to each Job Center and include Workforce Resource, the WIA fiscal agent and administrative entity for West Central Wisconsin. This, in effect, grandfathers the current structure of Job Center management as practiced in the WDA for the past several years. The Job Center Management Team, or One-Stop Operator Consortia (OSOC), for each location will consist of one representative from at least three mandatory partner agencies as defined below:

Definitions

Job Center Management Team/One Stop Operator Consortium = One representative from each partner agency that provides significant, direct, resource contributions to the operation of the designated Job Center.

Resource contributions = Staff, equipment, material or financial contributions that materially benefit Job Center operations.

Significant = resources that advance effective Job Center operation in a manner determined to be sufficient by the partner agencies, the Workforce Development Board and County Boards' Consortium.

Direct = Contributions are attributable to the organization within the region that provides them (e.g. resources provided via sub-contract entitle the agency that issues the contract and provides the funds to management team representation. Such representation may be delegated to the sub-recipient entity, but then the contracting agency waives its right to representation.)

Designated Job Center site = the contribution must be resident within the designated site and must directly contribute to that site's operations.

- b. Describe the process.

Management Team Designation

Eligibility for Job Center Management Team (JCMT/OSOC) representation shall be determined by analysis of the resource commitments to each Job Center. Questions regarding representation shall be resolved by the Workforce Development Board and County Boards Consortium which shall approve the Job Center Management Plan for each Job Center.

JCMT/OSOC representatives are appointed by their respective organizations. Members must have sufficient authority within their organization to effectively direct and manage the resources that have been committed to the designated site by that organization.

Workforce Resource will be one of the parties to the Job Center Management Team. The recent separation of Workforce Resource from the WDB structure negates the need for agreement with the Governor regarding that organization's participation in the OSOC.

2. Roles and Responsibilities

- a. General Roles and responsibilities of the Job Center Management Team members/One-Stop Operator Consortia. Detailed roles and responsibilities will be incorporated into negotiated MOU's.
 - 1) Carry out the Job Center Policy direction established by the West Central Wisconsin Workforce Development Board and County Boards' Consortium.
 - 2) Determine the on-site management structure necessary to effectively operate the designated Job Center site
 - 3) Define the authority of the designated management structure.
 - 4) Identify the resources committed to the Job Center operation that will be under the purview of the designated management structure. Staff providing services at each Job Center shall be designated as the Job Center Services Team.
 - 5) Identify a Job Center Services Team Leadership Structure and empower that structure to carry out the functions necessary for effective Job Center operation.
 - 6) Establish the level of responsibility and accountability that the staff and other resources that have been committed will have to the Leadership Structure.
 - 7) In cooperation with the Workforce Development Board and local

elected officials, develop measures of effectiveness of Job Center operations, monitor effectiveness and implement strategies that will result in continuous quality improvement.

- 8) Provide the staff training and development, equipment and material resources necessary to meet performance and other expectations established for the Job Center.
- 9) Develop mechanisms that will enable the designated Leadership Structure to effectively resolve differences that may arise in the course of Job Center operation.
- 10) Develop Job Center agreements/memoranda that will enumerate the provisions of the Job Center Management Structure.

b. Agency roles in the One Stop Operating Consortium

Powers of the OSOC members shall be jointly shared. Any differentiation of roles or functions shall be delineated in memoranda of understanding and/or Job Center operating agreements.

c. Resource coordination

An exhaustive process of resource identification and allocation to each Job Center has been developed and is available to participating agencies and others on the workforceresource.org web page. This system allows each partner agency to identify staff and financial resource contributions to each Job Center by funding source. The web-page also includes the text of each agency's MOU, a summary of the funding sources that form the basis for agency contributions, summaries of core, intensive and training services provided, target populations served, expected outcomes, how those resources contribute to the area Workforce Investment Strategic Plan and Job Center coordination. This process was endorsed and monitored by the County Boards' Consortium and Workforce Development Board in an effort to assure that each partner agency participates in the process.

C. Memorandum of Understanding (MOU)

1. Process/Approach

a. Describe the process used to develop the MOU(s).

Signed Revised Memoranda of Understanding have been concluded with all but three mandatory partner agencies. The original MOU process has been modified to include the web-based system identified above. It consists of identifying resource commitments to One-Stop operations from each agency, the parameters surrounding utilization of those resources, shared functions and allocation of costs and responsibilities. Each partner agency has the responsibility to provide

information related to mandatory funding sources. The web-based model allows each agency access to a "Partner Page" in which the MOU content is present, a summary of each funding source, identification of core, intensive and training services provided within the one-stop system, identification and allocation of staff, material and financial resources contributed by funding source and Job Center. It also includes identification of One-Stop Operator Consortium members for each site, Job Center Team members, and a variety of committee and other Job Center management and operational information. The site also includes customer service information.

- b. Provide copies of the signed MOU(s) or a status report on the negotiations of MOU(s) not yet signed.

The MOU process has been endorsed by the WDB, the County Boards' Consortium and the Regional One Stop Operator Consortium. The model has been implemented for each partner agency and Job Center. Copies of MOU's are all available for view on the above referenced web page.

2. Contents of the MOU

- a. All required parties to the MOU(s), which at a minimum include the WDB, the Chief Local Elected Officials, and the One-Stop Partner(s) included in that MOU.
- b. How applicable core services will be provided through the One-Stop delivery system.
- c. How access to intensive and training services will be provided through the One-Stop delivery system and throughout the WDA.
- d. How the costs of such services and the operating costs of the system will be funded, including funds to create and maintain the One-Stop delivery system.
- e. Methods of referral of individuals between the One-Stop operator and the One-Stop partners for the appropriate services and activities.
- f. The duration of the MOU(s) as well as procedures for dispute resolution, amendment and termination.
- g. Other provisions, consistent with the requirements of WIA, as the parties to the agreement determine to be appropriate.

D. Current Local Infrastructure and Transition to WIA Environment

The Local Collaborative Planning Team (LCPT) has been an integral part of the development of the Job Center system in Wisconsin. Since the original plan submission, the LCPT has been transformed into a Regional One Stop Operator Consortium (OSOC) which includes representation from each of the

local Job Center One Stop Operator Consortium Agencies. Under WIA, the WDB will become the entity that sets direction for the workforce investment programs of the area. The OSOC addresses operational issues in partnership with the policy initiatives and strategic plan of the WDB. The OSOC structure ensures ongoing functions such as coordination, information sharing, and decisions about many of the details of how partner agencies operate within the One-Stop delivery system.

The region has further refined its organizational structure to integrate WDB and OSOC committees and Job Center teams. Member of the Board and County Board's Consortium participate on joint committee and Job Center Teams with staff of Job Center Partner agencies. The intent is to increase knowledge, awareness of and participation in identifying and addressing area needs and realities of the Job Center operation while mobilizing the relative expertise of board members and staff to address the policy and strategic planning issues identified by the Board. A description of each committee, team

1. Regional One Stop Operator Consortium

The OSOC will consist of representatives of the mandatory partner agencies who sit on the Board (or their designees). This committee will provide regional scope for the OSOC for the region as it will include representatives of all of the region-wide organizations and others with multi-county service areas as well as representation from single county partner agencies. A subcommittee structure will be maintained to address specific issues of the consortium and may operate in partnership with a parallel committee structure of the Workforce Development Board. The Board will utilize these committees to assist in policy and strategic plan development and the OSOC will utilize the committees to implement those policies and increase communication with the Board.

2. Job Center Management Team or Local One Stop Operator Consortia

The local One Stop Operating Consortia (Job Center Management Teams) will interact with the regional committees cited above, and be directly accountable to the WDB and Local Elected Officials. The OSOC has a Steering Committee that provides direction for the OSOC and Job Center Teams as a subcommittee of the Workforce Development Board. These Management structures will oversee the Job Center Service Teams that are comprised of inter-agency staff from partner organizations providing services in each Job Center as outlined above in the One Stop Operator process.

3. Job Center Teams and Advisory Teams

Local Job Center Teams are comprised of the service staff affiliated with each Job Center. It is their function to provide Job Center services and to coordinate the day-to-day operations of the Job Center. It is the intention of the Workforce Development Board members and Local Elected Officials affiliated with each county Job Center to meet at that Job Center

on a quarterly basis to review local operations, examine performance, discuss needs, evaluate progress in attaining goals, review coordination strategies and review quality service and customer satisfaction information. This advisory structure may be expanded from time-to-time to incorporate other stake-holders and customers into the process to help provide direction and feedback on Job Center services. Information gathered from these local Job Center reviews will be utilized to refine strategic plans and evaluate overall effectiveness of the system. Observations made by Board and Consortium members will be presented to the OSOC and with any recommendations for action. The OSOC will address any recommended actions in accordance with the directives of the WDB and Consortium.

E. One Stop System Standards

1. Describe how the WDB will measure progress toward Job Center Standards attainment.

The Workforce Development Board has adopted a combination of the Job Center Standards and its own strategic planning goals as guidance for continuous quality improvement in the region's Job Centers. Management Teams and combined WDB/OSOC Job Center Teams will monitor progress in achieving required outcomes. The Management Teams will work closely with the each Job Center Service Team to determine how effective each is being in attaining standards. Progress in meeting outcomes will be reported to the Regional WDB/OSOC Committees and the OSOC, the WDB and County Board's Consortium. Joint WDB/OSOC Committee meetings will be scheduled on a quarterly basis to assess progress. The Regional Committees will consolidate information from the respective Job Centers to present a complete picture of performance to the Workforce Development Board and Local Elected Officials. The Board will take necessary actions to address any deficiencies in meeting program requirements.

2. Describe any additional standards

No additional standards have been determined at this time. The Board will review progress in meeting current standards and may modify or add to these standards in the future if it determines additional standards would be beneficial.

V. Demand-Driven Workforce Investment System

A. WDB processes for Working with Business

The West Central Wisconsin WDB supports responsiveness to business needs through on-going assessment of business issues and outreach to businesses. The WDB sponsors annual business forums based on both geography and business sector. This regional approach to needs assessment is supported by a network of agencies broader than the primary workforce development system and includes Economic Development, Education, Community Development and Business Organization partners. Additionally the WDB sponsors Regional Business Service Representatives who are charged with providing business outreach to identify business needs on a day-to-day basis and align services with those identified needs. These representatives work in partnership with a variety of workforce development and other organizational partners to coordinate activities and collaborate on identified strategies.

B. Partnerships

The Region has developed an integrated network of partnerships that includes the mandatory Job Center partner organizations as well as Business organizations, Economic Development, Education Partners and Community Development Organizations. These entities have agreed to form a Regional Development Consortium uniting the efforts to these organizations, overseen by the West Central Wisconsin County Boards' Consortium and facilitated by the Workforce Development Board and Partner Organizations.

C. Industry Focus

The Region has embarked upon a combined Industry Sector and Cluster approach that provides emphasis to those Industry areas that provide the greatest source of economic activity and growth potential for the region. The Sector Initiative has identified the following as areas of emphasis:

Manufacturing
Healthcare
Hospitality/Tourism/Retail Trade
Construction and industrial trades
Services

Additional areas representing high concentrations of employment, but for which the WDB structure is less well suited for workforce intervention include:

Education Services
Government Services

D. Staff Development related Demand Occupations

Efforts to ensure that Workforce Development Staff are knowledgeable of industry and occupational trends include:

- Monthly reviews of labor market information at staff meetings and briefings by Regional Business Services Staff.
- Access to Labor Market Information sources through computer networks and training in how to use this information
- Organizational subscriptions to Labor Market Information Services
- Training in Career Information applications
- Organizational Subscriptions and training in the use of Career Information Services (WisCareers, Career Info Net)

E. Growth Industry Planning

Workforce Resource Staff provides continual analysis and synthesis of Labor Market Information, including traditional DWD sources, Census Data, Bureau of Labor Statistics data which is supplemented with outreach information obtained by program Business Outreach Staff, subscription LMI services and business surveys. These efforts are intended to identify sources of employment growth that are transmitted to area Job Seekers to aid them in identifying occupational opportunities and make career choices. Additionally this information is used to direct skills development resources toward building those skills most determined to be in demand by the business sector.

F. Innovative Strategies

The Regional Development Consortium described above is among the most innovative efforts in this region. It provides a collaborative approach to Workforce, Economic, Educational and Community Development. Additionally the Regional Synergy effort aimed at identifying regional assets, best practices, needs and strategies to use assets to address needs is coupled directly with the Workforce Development Board Strategic Planning efforts along with the Regional Development Consortium. The Region has also embarked upon a Business Education Partnership Initiative that is a part of this overall effort and has resulted in a unique regional partnership with the WC Connections project of the University of Wisconsin Center For Education and Work and the Wis Careers System. The region has also subscribed to an enhanced labor market information system to advance its efforts to generate data necessary to make future decisions.

G. Quality Employer Efforts

All of the initiatives above have a focus on identification of those employers who utilize “best practices” in human resource management and human resource development. The Synergy effort provides an annual award mechanism to identify and recognize those efforts and the Annual Synergy Conference highlights those best practices in a effort to encourage replication of those practices. Such attributes are tracked in through employer case notes and such employers receive priority emphasis for referrals of program participants and other job seekers.

VI. WIA Title I Program Services

A. Description of Title I Adult and Dislocated Worker/Displaced Homemaker Service Strategy

1. Adult Funding Priorities

West Central operates a needs driven program design. Its services are prioritized based on the assessed needs of those seeking services with considerable judgement and flexibility vested in staff consultants who determine eligibility and need for services based on priorities established by the Board.

a. Low Income and Public Assistance Recipients

Core services will be available to the general public, but intensive and training services, to the degree that they are available, will be targeted toward higher need populations including low income and public aid recipients. This region has a service prioritization system that has been in place for many years and involves individualized needs assessments that directly relate to combinations of income need and employment barrier determination. This system utilizes service prioritization including prioritization for individuals with disabilities, older workers, veterans, those seeking non-traditional employment opportunities and others experiencing barriers to employment. While the WIA will allow this determination to be streamlined and less cumbersome than in the past, the basic criteria for service will be maintained to assure that those most in need receive essential services.

b. Veterans Services

A service priority system has been developed to identify those individuals meeting targeted enrollment characteristics including those meeting Veterans Service requirements. This rating system will be employed whenever resource availability should necessitate the limitation of program access. In such cases the Veterans priority guidelines issued by the U.S Department of Labor will be utilized by program staff to guide their efforts in making enrollment decisions.

2. Mix of Services with Title I Funding

The first priority will be to assure that the required WIA core services are available at each Job Center site. The degree to which use of WIA resources for those services can be offset by contributions from partner agencies will assist in determining the availability of resources for intensive and training services. Allocations to tiers of service are estimated to be:

Core Services – 20%

Intensive Services – 50%

Training Services – 30%

3. Displaced Homemakers

a. Coordination

There has been a significant lessening of non-WIA funded activities for Displaced Homemakers in recent years. However, extensive collaboration networks had been previously developed through the pre-WIA service structure that have continued. Cross-referrals and co-enrollment between programs remains common place between the Job Center and other systems that provide assistance to this target population. Staff from the variety of such programs are aware of the resources available through each activity, examine the appropriateness of joint service and make referrals accordingly.

b. Describe how services to displaced homemakers will be integrated into the dislocated worker program.

Displaced Homemaker Services will be integrated into the job Center system in tandem with services for dislocated workers. Service strategies will be similar, but outreach and recruitment will be conducted through linkages with organizations traditionally connected to that population. While the impact of the loss of support is similar to that experienced through job loss of dislocated workers, the lack of skills and employment history presented by displaced homemakers is much more akin to the profile presented by economically disadvantaged job seekers. To address their needs, displaced homemakers will be assessed for service needs, have training and employment plans developed and receive services based on those plans to the extent resources are available. First priority will be to secure immediate employment in occupations consistent with skills and interests. The intent will be to secure desired outcomes with the least intrusive means possible. This is a particularly viable strategy at this time due to the high level of labor market demand in the region. Intensive services and training services will be reserved for those unable to secure employment without such assistance. This is the same system that applies to dislocated workers and other adult populations.

4. Significant segments of the population

- a. Dislocated worker services including displaced homemakers are described at length in sections 7 & 8 below. Section 2 above identifies the methodology of service prioritization while the program descriptions below identify the services strategies and how they are applied to the needs of prioritized individuals.
- b. West Central services are fully coordinated with those of the Disability Navigator and through the efforts of that individual with Benefits Planners and others who target services exclusively to those with disabilities. The service delivery model utilized in this region is a

Vocational Rehabilitation based model and many Vocational Rehabilitation trained staff are integrated into the service staff mix.

5. Addressing Male – Female wage differential

The West Central Region has a history of serving high levels of women in its programs and having a relatively close ratio of Male-Female wages at placement. Emphasis is placed on increasing awareness of all participants of non-traditional and higher paying occupations as a strategy to addressing the wage differential that does exist. Such activities are tracked through the ASSET system and staff are reviewed as to their success in reducing these differences.

6. Describe WDB policies and procedures to support UI Profiling activities.

WIA dislocated worker resources are utilized to support the UI Profiling Workshops currently conducted in Eau Claire and Rice Lake in the region. These services are provided in collaboration with Job Service. WIA funded staff assist with Job Center assessment and job search workshops and job search planning for Unemployment Insurance claimants. These individuals are also assessed for appropriateness for referral to more in-depth dislocated worker services and enrolled in retraining and reemployment services as determined appropriate for their needs. .

7. Coordination with statewide rapid response activities.

Local WIA dislocated worker services are closely coordinated with state rapid response activities. Local and state representatives exchange information on dislocations, conduct joint early intervention sessions and plan for further intervention based on the assessed needs of those effected by announced lay-offs.

8. Describe the methods that have been developed to respond expeditiously to local plant closings.

West Central Wisconsin dislocated worker services are highlighted by early intervention, access to comprehensive services, objective assessment, re-employment planning, individualized case management, varied occupational training, support services and job placement assistance. The Workforce Development Board has authorized Workforce Resource to be the coordinator of the rapid response system for the region. This system has been developed over a number of years and has resulted in development of a highly coordinated early intervention strategy. This system has been enhanced by the continued development of area Job Centers which facilitate a one-stop approach for individuals and groups who are dislocated from employment.

The system is based on an assessment that will lead to a re-employment plan. Those individuals with transferable skills will be referred to the Job Center seminars to assist with job search skills, resumes, application and

interview skills to aid in transition to employment related to these skills. Those individuals determined as needing retraining assistance will be assisted in career planning to identify appropriate occupational directions and in accessing the training necessary to achieve those goals.

Most training will be secured through individual referrals to available training programs that evidence placement potential and are compatible with worker interests and aptitudes. Individual Training Account Vouchers will be utilized for this purpose. Access to basic academic skill training will be provided through area technical colleges for those who require improvement in these areas to enter further training or new employment. Customized training, including quality worker training, will be available where such training can be shown to provide a direct route to available employment.

Case managers will assist enrolled dislocated workers in implementing their re-employment plans through coordination of WIA with other resources. The Job Center will be the focal point of the job placement stage of the plan. Employer relations efforts will be focused on identifying available job opportunities and skill requirements to aid workers in determining the viability of their current skills and/or their need to acquire new skills.

Early intervention is initiated as indicated above. For those situations which are manageable within the substate allocation, the Workforce Development Board will proceed to provide required services. Special Response Funds will be sought for those instances of dislocation which cannot be adequately addressed with local resources.

a) Community response team

Local response teams are in place throughout the Workforce Development Area and include WRI, Job Service, WTCS and Unemployment Compensation staff. They primarily operate out of the area Job Centers. Workforce Resource (WRI) contacts appropriate Local Elected Officials, and representatives of Job Service and other Job Center partner agencies, Unemployment Insurance, economic development and business organizations, and appropriate labor organizations to inform them of dislocations, coordinate activities and mobilize resources.

Based on the available initial information, WRI will determine whether to take a lead role in the coordination of efforts or to defer to another organization in a better position to assume a lead role. In either case, the WRI will attempt to assure that all appropriate parties are involved so all facets of the dislocation problem are being addressed.

Affected businesses, labor organizations, and community and economic development organizations are incorporated into the local response strategy specific to the dislocation incident.

b) Notification of appropriate parties

WRI staff contact representatives of other local programs and DWD whenever it becomes aware of any substantial dislocation. These organizations are encouraged to contact the Workforce Development Board whenever dislocation occurs to aid individuals to gain access to dislocated worker assistance. Generally, initial contact will be made by local WRI representatives stationed in each county. WRI administrative staff will be available to assist whenever appropriate.

c) Initial outreach to company and union officials

Upon learning of a dislocation, local response team representatives or agency administrative staff contact employer and employee representatives to inform them of services and solicit support for the delivery of services. Initial contact is generally made within 48 hours of awareness of dislocation. Follow-up contact will be tailored to the needs of effected workers.

d) Outreach to effected workers

The initial response is to inform workers of available services and determine their needs, interest and eligibility. This is done in group meetings at employment sites whenever possible. If such contact is not feasible, names of affected employees are sought from the employer or other sources to facilitate contact for orientation and assessment. The Workforce Development Board has an established process to provide this assessment, orient workers to available services and obtain applications within a one hour workshop that can often be held at the worksite. This assessment is utilized to determine if local resources are sufficient to address the projected needs of the workers. These orientation/assessment sessions are conducted in conjunction with WTCS, Job Service and Unemployment Compensation staff as well as business management and worker representatives whenever possible.

e) Initial assessment

Surveys of service interest, background, needs and transferable skills are generally conducted during the early intervention stages. This process clarifies the type and scope of intervention strategy that will be required to effectively address worker needs.

f) Referral for basic readjustment and retraining services

Those who are determined eligible and a priority for service are encouraged to participate in the formal objective assessment process that will lead to the development of an Individualized Service Strategy. This assessment will more thoroughly identify interests, aptitudes, educational and training needs. This assessment will determine the

need for and level of readjustment and retraining services. Individuals will be referred for these services based on this assessment.

g) Regional approaches to provide the above services.

A regional strategy is in place through the allocation and delivery of services through Job Centers located in each area county. Coordination takes place with surrounding jurisdictions to assure that residents from those areas employed in this WDA or those WDA residents employed outside of this area received necessary services in the most convenient location.

h) Services

1) Outreach, Recruitment and Participant Selection

The Workforce Development Board maintains an intake center in each of the nine West Central counties. Staff in these offices are generally aware of dislocations that take place in area communities. Contact will be made with area community and economic development groups to inform them of the availability of dislocated worker services and obtain cooperation in identifying dislocated workers. Every attempt will be made to intervene as early as possible when displacement occurs. Area employers are encouraged to provide early notification and provide readjustment services prior to displacement whenever possible.

2) Assessment of Educational Skill Levels

Each participant seeking WIA services through the Workforce Development Board is assessed for reading and math proficiency. Other educational areas are assessed as needed.

3) Vocational Assessment

WRI operates programs on a case management basis. WRI staff maintain a recruitment network designed to identify appropriate program participants. The "case manager" performs a diagnostic interview designed to identify relevant background information. Applicants are asked to participate in Vocational Planning Workshops which identify vocational values, interests and aptitudes. Assessment services are supplemented as needed through purchases of such services from Technical College Career Planning Centers or the UW-Stout Vocational Development Center. This assessment process will lead to the development of a Needs Assessment and Individualized Training Plan which must address all assessed employment and training needs.

4) Job Search/Job Club

All participants not immediately placed in training components will be provided with job search assistance that will consist of job seeking skills training, job search assistance and ongoing job club support. WRI operates ongoing individualized and group training necessary to develop a job search plan and the skills to implement it. Assistance in this regard is to be provided through the field representative to whom the participant is assigned. Training focuses on the identification of job sources, resume development and interviewing skills development. Approximately 32 hours of such training provided is supplemented as needed through referral to WTCS or other service providers. A job search plan is developed and monitored on a weekly basis through participation in job club sessions.

5) Job Development/Placement Services and Counseling

Job Development and placement assistance is provided by the WRI Consultants and Customer Service Managers to whom the participant is assigned. That individual is responsible for coordinating job development with individual job search and referral to other employment sources such as Job Service. All participants will be required to maintain ongoing contact with the Job Center as a part of their enrollment. WDB staff actively participate in a regional job developer's network in which job leads are shared and referrals exchanged to assure the highest degree of success in meeting both employer and participant employment needs.

6) Follow-up

Follow-up activities are also the responsibility of the field representative. Ongoing contact with the participant is required during any program enrollment period. Post-termination follow-up is required at 30 days to maximize job retention and satisfaction.

7) Classroom Skill Training

Occupational training will be purchased largely through the state WTCS system with the potential to refer individuals to any program available in this system. West Central WDB currently sponsors students in programs throughout the state and in Minnesota. The majority of such training, however, will take place locally at Chippewa Valley and Wisconsin Indianhead Technical Colleges. Training will be provided in the full range of available training programs including individual classes, short-term training and one- and two-year diploma programs. For adults and dislocated workers, skill training will be identified utilizing the Individual Training Account system.

8) On-Site Skill Training

Employers who agree to hire and train participants on the job will be reimbursed for the costs of such training. Training agreements will be negotiated and monitored by WRI consultants. Training duration and reimbursement schedules will be dependent on the skill levels and needs of the individual and the requirements of the job.

9) Basic Skills and Remedial Education

Individuals assessed as deficient in academic skills will be provided access to training necessary to remediate those deficiencies. Training will generally be provided by area technical colleges, supplemented by literacy councils and other services providers as may be appropriate and available.

10) Support services

Services necessary to assist individuals in achieving employment goals are available for those lacking the financial or other means to provide them including child/dependent care, transportation assistance, emergency assistance and other services. The WDB has established mechanisms to assess needs and determine appropriate contributions to acquire such assistance as may be needed.

B. Title I Core Services

1. Describe any core services that will be provided in addition to those listed above.

No additional services identified at this time.

2. Describe the WDB's design for Title I core services and how they fit with Wagner-Peyser Labor Exchange Services. (The Regulations ask for a description that shows these two sources of funds are not duplicative.)

Due to the differential allocation of Wagner-Peyser resources in the area, WIA services will be tailored to the individual needs of each Job Center. Needs will be determined by the MOU negotiation process referred to earlier in this plan. The resource allocation will be reviewed with partner agency staff and the Board to determine the extent of services at each center. In general, WIA resources will share in the provision of all core services at each Job Center, as there are not sufficient resources available to meet these needs for other sources.

WIA will concentrate resources on the following services depending on the availability of other resources to meet needs. WIA will provide extensive resources and staffing for Job Center core and intensive services for adults and dislocated workers as follows:

- Reception, intake, referral, initial eligibility determination,

- Resource room, information on job openings and job demand
- Assessment and career planning
- Providing consumer information on the scope and effectiveness of available education, training and workforce development services
- Determination of training needs, issuing Individual Training Account vouchers
- Making referrals to appropriate services
- Providing seminars and individualized assistance with applying for jobs, developing resumes, job search training and job development services
- Conduction employer relations and outreach to secure job orders, assist employers with recruitment, preparation, job retention and job advancement needs.

3. Support Service Policy

The Support Services Policy may be found in the Appendices

C. Intensive Services

1. Describe any intensive services that will be provided in addition to those identified in WIA Sec. 134(d)(3).

No additional services are planned at this time, however, the WDB will continue to assess the service needs of the area and will consider additional services as needed.

2. Definition of "self-sufficiency".

The WCWDB regards self-sufficiency as 200% of poverty to be consistent with the criteria utilized for other programs to determine eligibility. Additional factors to be considered include determination that individuals are able to meet economic needs including nutrition, housing, transportation, health care, childcare, and maintain limited discretionary spending without reliance on public assistance or subsidy.

3. One Stop Service Coordination

All Title I WIA Intensive Services are delivered through the One Stop Delivery System and coordinated through the methods outlined in the One Stop Delivery System Description, the One Stop Operator Coordination Process and the MOU process that governs the process of information sharing and program coordination.

D. Training Services

1. Identify if the WDB has allocated a percentage of Title I funds for training. If yes, list the percentage of training funds earmarked for

Individual Training Accounts (ITA), On-the-Job Training, and customized training.

The amount of training funds allocated for specific activities is estimated to be:

Individual Training Accounts – 90%

On-the-Job Training – 5%

Customized Training – 5%

2. Describe the WDB's policy for its ITA system including limits on duration and amount.

The West Central WDA has an existing system of training vouchers that will be modified slightly to meet WIA requirements for Individual Training Accounts. An individual needs analysis including determination of eligibility for other forms of financial aid will be completed for each applicant for training assistance. Applicants must have participated in one intensive service and have been determined as unable to obtain appropriate employment without training assistance. The duration of training shall not exceed the lesser of, the time necessary to complete an associate degree program (generally a two year duration limit), the actual completion of the selected program or duration established by virtue of funding limitations established by the Workforce Development Board and/or Workforce Resource. The dollar amount of training vouchers shall not exceed the lesser of: the unmet need identified through financial aid analysis, (less suggested loan amounts), the actual cost of tuition, books, fees and supplies or the amount established by the Workforce Development Board and/or Workforce Resource based on funding availability and service goals.

3. Exception to Individualized Training Accounts

- a. OJT and Customized Training Policy

The WDB has established policies for On-the-Job Training and Customized Training relating to the type of training allowed, duration and amount of reimbursement. These policies may be found in Appendix 2.

- b. Sufficient Providers

There does not appear to be any lack of eligible training providers at this time. Any determination of the lack of training providers will be made on a case-by-case basis as training needs are identified.

- c. Special participant populations

Initially the WDB will utilize the system of targeting services to hard-to-serve previously employed under the Job Training Partnership Act for this purpose while other mechanisms are evaluated.

4. Describe the Local Board policies for the following:

a. Need for training

Need for training is established by an individualized assessment process which must determine:

- The individual's economic status and need
- The job placement potential of the individual in the absence of training
- The type of training that would be assist the individual in meeting economic self-sufficiency needs
- The appropriateness of the desired training in regard to the individual's skills, interests, ability to benefit and projected placement potential following training.
- Cost-benefit of the desired training

b. Needs Related Payments

The WDB has policies in place that enable it to provide Needs Related Payments, however, such payments are very costly and limited by the availability of funding. Alternatives to Needs Related Payments include part-time and temporary employment during training, paid internships, support service payments, work-study and other means to provide for the economic vitality of individuals desiring training.

E. Description of Youth Program

1. Describe the design framework for the local youth program.

The West Central Workforce Development Area intends to operate WIA programs within the context of a broader youth services strategy. This strategy will incorporate strong collaboration between WIA Job Center-based services, school-based services provided through educational institutions and other community-based youth services. The Youth Council for the region will include representatives of all of these organizations and will provide advice to the respective organizational structures as to how to bring about a comprehensive youth career/vocational services strategy for the region. Cross representation will be maintained with the two area School-to-Work/Tech Prep Councils that serve the area. The WDB will provide business input to the Youth Council as well as these two other regional bodies. WIA services will be viewed as an integral part of this overall youth strategy and joint, collaborative planning will be encouraged in all appropriate instances.

a. How will it be integrated into the one-stop system?

“Youth Services Specialists” will be housed in each Job Center and will be responsible for implementing youth services in each county. The Job Centers will be the primary delivery vehicle for youth services, which will concentrate on bridging the gap between education and employment in keeping with the Youth Service Goals identified above. The Job Centers will be the focal point of identifying employment and work-based learning opportunities for young persons, assessing vocational needs, developing service plans, matching eligible youth with opportunities, monitoring progress in attaining goals and providing follow-up.

Youth Specialists will develop county-based youth services teams to be comprised of area secondary and post-secondary educators and other local youth service providers to coordinate services and collaborate on service design and implementation issues. This team approach will be designed to assure the maximum effectiveness of the variety of youth service resources in the area while minimizing overlap and duplication as indicated below.

b. Coordination

Job Center Youth Service Specialists will be expected to maintain on-going contact with the entire array of youth service organizations in their respective service areas. This will of course include school-to-work, youth apprenticeship, school counselors, special education instructors and other educators engaged in vocationally related school programs. Additionally, services will be integrated with those of Human/Social Service agencies, Child Support entities, Juvenile Court officials and community based organizations that provide youth services. Coordination shall also involve County Youth Extension Agents, Junior Achievement, Wisconsin Conservation Corps, Big Brother/Sister Programs and Boy/Girl Scouts. Such individuals will be asked to participate in Job Center based Youth advisory committees, or if current youth committees exist, Job Center staff will attempt to participate on those committees to foster cooperation and youth service strategy development.

This comprehensive strategy will seek to assure that disadvantaged youth will be connected to the resulting system, including youth in transitional settings such as foster care and adjudicated youth. This will include youth transitioning to adulthood as well as younger youth needing longer-term youth service support.

An Ad Hoc committee has been formed to coordinate the development of Youth Apprenticeship, TANF and other work-based learning strategies for the region. Representatives of CESA 10 & 11, CVTC, WITC and Workforce Resource comprise this committee which is charged with developing integrated responses to funding initiatives.

The intent is to utilize all such resources to develop the comprehensive youth services strategy referenced above. Whenever feasible, such applications for assistance will be jointly developed and submitted. As the Youth Council becomes operational, this Council will be instrumental in such discussions and integration strategies.

c. WIA Title I - Job Corps and Youth Opportunity Grants

Job Corps maintains a recruitment presence in the Eau Claire Job Center and Job Center staff from throughout the region have been oriented to Job Corps selection criteria and recruitment procedures. It is not anticipated that Youth Opportunity Grants will be functioning in the WDA due to the area not having been designated as eligible.

d. How will this framework ensure youth who are not eligible for WIA have access to youth services within the job center system?

Youth who do not meet WIA eligibility criteria will be encouraged to access general public Job Center services including use of the Job Information Centers, participation in Job and Career Fairs, accessing work-based learning opportunities that are available to the general public. It is desired that area young people gain familiarity with Job Center services while in school in order to assist them with career and employment needs throughout life. It is intended that Job Centers become a critical element in informing area young people of the opportunities that exist in their home and surrounding communities. This is essential to helping them make better career and education choices while assisting in retention of youth for the region's workforce.

Each Job Center maintains an extensive listing of non-Job Center Services through its resource directories and Menus of Service. Youth will be referred to agencies appropriate to their needs such as County Human/Social Services, Technical Colleges, school-based services, Job Corp, Youth Conservation Corps, and the variety of community-based youth services that exist throughout the region.

2. Describe how the WDA will, in general, provide the youth program elements within the youth program design. In particular discuss the following:

- Preparation for post-secondary educational opportunities;
- Strong linkages between academic and occupational learning;
- Preparation for unsubsidized employment opportunities;
- Effective linkages with intermediaries with strong employer connections;
- Alternative secondary school services;
- Summer employment opportunities;
- Paid and unpaid work experiences;
- Occupation skill training;
- Leadership development opportunities;

- Comprehensive guidance and counseling;
- Supportive services; and
- Follow-up services.

The Youth Services design will be based on an individualized assessment process that will result in an Individual Service Strategy. That strategy will be able to include any and all elements of the WIA service elements identified above and those required in the act. Emphasis will be placed on identifying necessary educational objectives that will aid in long-term career development. Youth Service Specialists will maintain flexible WIA budgets that will allow the purchase of service where necessary, and the brokering of services from other non-WIA sources. Planning will be done in cooperation with the eligible young person, parents, educators and other youth service professionals with whom the youth may be connected.

Particular emphasis will be placed on Summer Employment activities, which can expose youth to a variety of alternative work and learning opportunities while not detracting from required academic work during the school year. The greater access to eligible youth will allow for the development of a comprehensive plan that will utilize summer activities as a launching point for year-round services. Planning and assessment will begin in the spring for the summer's activities. These will then lead to a reassessment at the end of the summer for in-school programming as needed during the fall and winter. This will provide the 12-month follow-up and will allow reassessment each spring to determine if additional summer activity is warranted.

A natural progression can be maintained commencing with an introduction to work-based learning concepts through community and public service activities, work behavior assessments, supervisory mentoring and coaching, linked to related academic enrichment. Tutoring and other support can be provided as needed. The progression can move through career exploration phases with area employers, orientation to education and training requirements for occupational areas of interest that will be linked with academic preparation in the school setting for in-school youth. The eventual outcome of internships, youth apprenticeships, enrollment in post-secondary education and eventual unsubsidized placement is the desire outcome. Post placement follow-up and support may be provided to assure retention and increased success.

Mentoring and coaching services linked with those provided by schools and other youth services agencies will be integral to the success of the youth strategy. Intensive follow-along and follow-up services will also be an essential element. Such services may be accessed for 12 months or more to assure the most positive outcomes.

Business and labor involvement will be encouraged through the business and community outreach efforts of each Job Center and youth services team. West Central has a business-education partnership data-base that will be updated to assist in identifying those businesses and organizations

willing to provide such partnership opportunities and staff will assist in making linkages between those organizations, schools and youth who would benefit.

Preparation for unsubsidized employment will be the primary goal of the entire WIA youth strategy. The region's youth competency system which addresses work-maturity, pre-employment, academic skills and job – specific skills preparation are all elements of this strategy. As stated previously, the strategy starts with assessment in each of these areas to determine the specific needs of eligible youth. Upon identification of need, the appropriate service strategy will be developed from the entire array of available services. Strategies exist to address all elements of youth employment preparation including educational attainment, work-behavior development, job skills training and support service provision necessary to enable youth to participate in activities.

The region has a highly developed infra-structure that links work-based learning under WIA with regular school learning opportunities, alternative educational services and GED/HSED services. In many cases throughout the region the WIA service strategy is an integral portion of the educational attainment strategy, providing the work-maturity, pre-employment and work-based learning activities that round out the educational strategy.

The additional focus of the Youth Council on membership by Big-Brother/Sister, Boy/Girl Scouts and other community youth service organizations will assist in broadening the foundation for WIA youth strategies. These organizations have strong youth mentorship and leadership components that can provide models to be integrated into the WIA structure. That structure is currently very well developed in the areas of career services, paid work-experience, vocational exploration, service-learning, applied academics and exposure to occupational training alternatives. This new combination will result in a more complete service strategy.

These new service elements will be integrated into both year-round and summer program designs. The summer program will be further developed to have a more sequential-developmental program emphasis with younger youth gaining experience in structured work-based and applied learning environments that address community service needs leading to more private-sector career oriented experiences in later stages of program involvement. There will be increasing emphasis on basic work-maturity development in earlier program stages moving to career exploration modules followed by direct career-employment and leadership development experiences in later stages of program involvement.

All of these services will be overseen by WIA youth specialists who will link their activities with those of school-based guidance professionals, human/social service professionals, and community-based services as a part of the integrated system referenced above. Support services and referrals for more in-depth assistance, such as AODA, mental health or

other services will be available through the network of services that each Job Center is connected with. The description of the selection of vendors for the required youth service elements is included in item “ 5. Awarding grants for youth activities” below.

3. Youth Definitions

- a. "An individual who requires additional assistance to complete an educational program, or to secure and hold employment."

The local definition or “requiring additional assistance” shall include but not be limited to:

- individuals with disabilities
- Youth who are behind their intended graduating class in credits toward graduation
- Youth with alcohol and other drug abuse issues
- Youth assessed as deficient in pre-employment, basic work maturity and/or job retention skills

- b. Provide your local definition of "deficient in basic literacy skills" criterion.

The individual has English reading, writing, speaking or computing skills assessed at below the 8th grade level on a generally accepted standardized test or comparable criterion-referenced skills assessment or who are unable to apply basic literacy and computational skills in work settings as determined by employer assessments.

4. Out-of-school youth priority

West Central WDA will embark upon a strategy to identify individuals exiting the K-12 educational system without initially enrolling in further education, the military, or self-sustaining employment. This targeting process will ensure identification of those leaving without graduation as well as others without career direction. This effort is currently being piloted and is yielding initial successes in achieving higher levels of out-of-school program enrollments. In addition, efforts will continued with the maintenance of referral networks with other youth serving networks that concentrate efforts on those who have left school.

5. Youth Most In Need

A process of target group prioritization similar to that described under Adult Services will be utilized that will include emphasis on Youth aging out of foster care, youth offenders and the other barriers identified in the youth service definitions. These barriers are incorporated into the enrollment priority assessment process that is applied to all applicants seeking services and individual barrier assessments are weighed in the participant selection process.

6. Awarding grants for youth activities Selection of Service Providers.

Following recommendation from the area Youth Council, the Workforce Development Board in collaboration with the County Board's Consortium, selected Workforce Resource to implement the youth design elements and services specific to youth in conjunction with education and other youth service agencies identified below. (Criteria for this selection are found in sections a-c below.)

To implement these services, Youth Service budgets will be assigned to Youth Service Specialists in each Job Center for use in purchasing or providing services necessary to implement Individual Service Strategies that are designed based on the assessed needs of eligible youth. Management of these services are a part of the "design element" functions provided by Workforce Resource. A listing of eligible service providers will be maintained from which the Specialist may purchase necessary services. Each Job Center maintains a listing of eligible vendors of service. Vendors are able to register interest in providing services on an on-going basis via the Workforce Resource web-site (www.workforceresource.org) or via telephone or mail. Services from vendors are selected based on individual needs assessments and the appropriateness and effectiveness of the service provider in relation to the assessed need. Organizations desiring to be considered for inclusion will be placed on the vendors list based on their registration submission and utilized based on information provided, the performance of that vendor in providing services and the appropriateness of the vendor's service for the needs of the individual.

- Assisting with preparation for post-secondary educational opportunities;
- Maintaining strong linkages between academic and occupational learning;
- Providing preparation for unsubsidized employment opportunities;
- Maintaining effective linkages with intermediaries with strong employer connections;
- Maintaining linkages with and supporting alternative secondary school services;
- Providing summer employment opportunities;
- Arranging paid and unpaid work experiences;
- Brokering occupation skill training;
- Providing and supporting leadership development opportunities;
- Providing and supporting comprehensive guidance and counseling;
- Supportive services; and
- Follow-up services.

a. Description of similar services currently being provided

Workforce Resource currently provides all of the services listed above, and has done so continually since 1984.

b. Demonstrated program effectiveness

The West Central Wisconsin Workforce Development Area has consistently exceeded or met federal and state performance standards under the Job Training Partnership Act with the staff of the Workforce Development Board providing parallel core, intensive and youth services. Monitoring activities from the Department of Workforce Development consistently identify positive program attributes with only minor program adjustments or technical issues identified for adjustment or correction. The staff pride themselves in delivering excellent customer service and receive consistent praise from Job Center customers. In 15 years of program operation, the West Central area has never had a customer grievance or complaint regarding its program operations forwarded for state action.

c. Demonstrated cost effectiveness of direct service provision

Cost effectiveness and efficiency were the primary motivations behind establishing the current delivery system in 1984. Cost comparisons at that time resulted in significant cost savings over the previously fragmented service delivery system. It has been impossible to maintain on-going cost comparisons at the local level due to the lack of comparable organizational structures, however, the Board establishes annual cost guidelines that the staff are required to maintain and consistently do so. In addition, fiscal staff conduct comparisons with rate structures of other potential service providers. These comparisons indicate that the organization is very competitive when services are translated into hourly rates. These rates are also compared with private sector alternatives and are significantly lower than those charged by organizations providing related services.

F. Strategies for WDA's failing to meet Performance Standards

Workforce Resource has exceeded or met all performance standards.

E. Faith-Based and Community-Based Organization Strategies

The county team strategies outlined elsewhere in this plan are the primary vehicle for assuring integration and coordination with faith-based and community based organizations. Each County team is charged with identifying the network of organizations that can assist in identifying those in need of services and providing the community services that are available and determined as necessary to address needs. Each County Team is required to maintain a data-base of community and faith based services that may be needed by program participants. The localized funding allocation process allows resources to be utilized to provide these services on an assessed need basis and facilitates directing funds to those entities. Additionally, faith based and community based organizations are sources of Job Center service referrals and an integral to the overall service delivery strategy for each Job Center as sources of program enrollees.

VII. Service Providers and Oversight

B. Service Provider Selection

1. Process for Selecting Service providers

a. Core

The Workforce Development Board in collaboration with the County Board's Consortium selected Workforce Resource, Inc. to provide WIA core services in each of the area Job Centers based on agreement with the Secretary of the Department of Workforce Development. (Criteria used to make this determination may be found in sections b-d below.) This organization, formerly the service staff of the Workforce Development Board, has extensive experience in this area and will maintain this service capacity during this period. The organization currently has staff located in each area Job Center and maintains extensive inter-agency contacts throughout the region. Services to be provided by Workforce Resource include reception, intake, referral, initial eligibility determination, resource room coverage, information on job openings and labor market information, and information for employers on available job center services

b. Intensive

The Workforce Development Board in collaboration with the County Board's Consortium selected Workforce Resource, Inc. to provide WIA intensive services in each of the area Job Centers based on agreement with the Secretary of the Department of Workforce Development. (Criteria used to make this determination may be found in sections b-d below.) This organization, formerly the service staff of the Workforce Development Board, has extensive experience in this area and will maintain this service capacity during this period. The organization currently has staff located in each area Job Center and maintains extensive inter-agency contacts throughout the region. Services to be provided by Workforce Resource include reception, intake, referral, initial eligibility determination, resource room coverage, information on job openings and labor market information, and information for employers on available job center services

c. Youth Services

Following recommendation from the area Youth Council, the Workforce Development Board in collaboration with the County Board's Consortium, selected Workforce Resource to implement the youth design elements and services specific to youth in conjunction with education and other youth service agencies identified below. (Criteria for this selection are found in sections 1)-3) below.)

To implement these services, Youth Service budgets will be assigned to Youth Service Specialists in each Job Center for use in purchasing or providing services necessary to implement Individual Service Strategies that are designed based on the assessed needs of eligible youth. Management of these services are a part of the “design element” functions provided by Workforce Resource. A listing of eligible service providers will be maintained from which the Specialist may purchase necessary services. Each Job Center maintains a listing of eligible vendors of service. Vendors are able to register interest in providing services on an on-going basis via the Workforce Resource web-site (www.workforceresource.org) or via telephone or mail. Services from vendors are selected based on individual needs assessments and the appropriateness and effectiveness of the service provider in relation to the assessed need. Organizations desiring to be considered for inclusion will be placed on the vendors list based on their registration submission and utilized based on information provided, the performance of that vendor in providing services and the appropriateness of the vendor’s service for the needs of the individual.

- Assisting with preparation for post-secondary educational opportunities;
- Maintaining strong linkages between academic and occupational learning;
- Providing preparation for unsubsidized employment opportunities;
- Maintaining effective linkages with intermediaries with strong employer connections;
- Maintaining linkages with and supporting alternative secondary school services;
- Providing summer employment opportunities;
- Arranging paid and unpaid work experiences;
- Brokering occupation skill training;
- Providing and supporting leadership development opportunities;
- Providing and supporting comprehensive guidance and counseling;
- Supportive services; and
- Follow-up services.

1) Description of similar services currently being provided

Workforce Resource currently provides all of the services listed above, and has done so continually since 1984.

2) Demonstrated program effectiveness

The West Central Wisconsin Workforce Development Area has consistently exceeded or met federal and state performance standards under the Job Training Partnership Act with the staff of the Workforce Development Board providing parallel core, intensive and youth services. Monitoring activities from the Department of Workforce Development consistently identify

positive program attributes with only minor program adjustments or technical issues identified for adjustment or correction. The staff pride themselves in delivering excellent customer service and receive consistent praise from Job Center customers. In 15 years of program operation, the West Central area has never had a customer grievance or complaint regarding its program operations forwarded for state action.

3) Demonstrated cost effectiveness of direct service provision

Cost effectiveness and efficiency were the primary motivations behind establishing the current delivery system in 1984. Cost comparisons at that time resulted in significant cost savings over the previously fragmented service delivery system. It has been impossible to maintain on-going cost comparisons at the local level due to the lack of comparable organizational structures, however, the Board establishes annual cost guidelines that the staff are required to maintain and consistently do so. In addition, fiscal staff conduct comparisons with rate structures of other potential service providers. These comparisons indicate that the organization is very competitive when services are translated into hourly rates. These rates are also compared with private sector alternatives and are significantly lower than those charged by organizations providing related services.

2. How and Where will services be provided

a. Core

Workforce Resource will provide WIA core services in each of the area Job Centers. Workforce Resource Consultants and Resource Specialists will be assigned to each Job Center to identify individuals in need of program assistance, determine assistance needs, design program strategies in partnership with those seeking services, secure necessary intensive services, evaluate effectiveness, provide support services, placement assistance and follow-up.

b. Intensive

Intensive services are secured based on assessed need by Job Center Consultants who then broker services to meet those needs from service providers in consultation with program registrants. These services are all provided through area Job Centers.

c. Youth

"Youth Services Specialists" will be housed in each Job Center and will be responsible for implementing youth services in each county. The Job Centers will be the primary delivery vehicle for youth services, which will concentrate on bridging the gap between

education and employment in keeping with the Youth Service Goals identified above. The Job Centers will be the focal point of identifying employment and work-based learning opportunities for young persons, assessing vocational needs, developing service plans, matching eligible youth with opportunities, monitoring progress in attaining goals and providing follow-up.

Youth Specialists will work with area secondary and post-secondary educators and other local youth service providers to coordinate services and collaborate on service design and implementation issues. This team approach will be designed to assure the maximum effectiveness of the variety of youth service resources in the area while minimizing overlap and duplication as indicated below.

3. Organizational Chart of Services

a. Core – See Appendices

b. Intensive – See Appendices

c. Youth – See Appendices

C. Oversight and Training of Service Providers

1. Monitoring and Oversight

The West Central Wisconsin Workforce Development Board and Workforce Resource subscribe to a philosophy of Continuous Quality Improvement and models its Plan for Monitoring and Evaluation to reinforce this philosophy. Performance data is an essential element of this process as it provides the “Business Results” by which an entity can determine where it is succeeding and where it needs to improve.

Key to this process is access to accurate data which reflects the outcomes that are determined necessary to judge effectiveness. Initially there was great uncertainty about the accuracy and accessibility and therefore acquired an internal system for tracking performance data by region, county team and individual staff member. This performance data has been used to determine performance in relation to established program service goals and monitor compliance with expenditure limitations. Additionally, Workforce Resource manages an internal accounting system which is used in conjunction with the performance reporting system to provide the data necessary to manage program operations and provide accountability necessary within the monitoring and evaluation system.

With the advent of greater accuracy, dependability and accessibility of data from the Department of Workforce Development' ASSET system, these data have been integrated into this overall monitoring and evaluation system. West Central Wisconsin has been a leader in utilizing the data from the ASSET system for monitoring and evaluation purposes and has developed systems to synthesize and analyze this data for areas throughout the state.

The tools and processes below are used by the Workforce Development Board, the County Boards' Consortium and Workforce Resource to monitor and evaluate the provision of services within the region:

Internal Activity and Documentation Reviews – Each program activity is accompanied by documentation that the activity has taken place in compliance with regulations and local policy and procedure and is also accompanied by documentation of any resultant expenditure of funds. Each such transaction is reviewed by at least one individual other than the individual initiating the activity. In addition, each activity generally requires documentation of participant participation via signature that is a verified as a part of the review process. This documentation is further reviewed during the local and management file reviews cited below.

Monthly County Team Case and File Reviews – At least monthly, each team conducts a review of participant activity including overall summaries of case loads and sampling of files for completeness and accuracy.

Monthly Activity and Fiscal Reports by Region and County – These reports are generated and distributed to the Workforce Development Board, Management Team and service provider staff. Monthly desk reviews take place at each of these levels with any deficiencies noted and followed up upon as needed.

Monthly County Activity Reports – County Coordinators synthesize data into a county summary report of activities by activity and conduct monthly reviews with service delivery teams on at least a monthly basis.

Quarterly Site Visits – The Executive Director makes a site visit to each County Team once per quarter on a scheduled basis. These reviews consist of examination of performance and expenditure data that have been summarized in the monthly reports. In addition, direct service tracking reports that identify numbers served, exited and the nature of exits by individual are reviewed along with fiscal reports. This monitoring also assures that the review processes cited above are occurring as required.

Twice-Annual Management on-site file reviews – twice a year, Management Team members go on-site to review the content of physical paper and electronic files and conduct staff interviews to examine and verify the quality of service and the accuracy of documentation of program activities. This monitoring also assures that the review processes cited above are occurring as required.

Quarterly DWD performance data – When available, quarterly performance data is obtained from the Department of Workforce Development and processed through a locally developed data analysis system that is capable of generating regional, county team and individual service delivery performance reports which are shared with management and service delivery staff and reviewed as a part of the quarterly site review process. This summary data is made available to the Workforce Resource Inc. Board, the Workforce Development Board and the County Boards' Consortium.

Annual Performance Reviews – the data collected through the monthly, quarterly and annual performance, fiscal, and on-site review process is integrated into a self evaluation process in which performance in the attainment of goals, quantity of effort and quality of effort are rated by the individual staff person, direct supervisor and a management team member to arrive at a composite rating to each individuals performance.

Annual Audits – The organization participates in an annual audit of its fiscal and programmatic activities conducted by an independent auditing firm. The results of this audit are shared with the staff, Workforce Resource Inc. Board, the Workforce Development Board, County Boards' Consortium and funding sources.

On-Site Visits by the Workforce Development Board and County Board's Consortium – At least once annually (preferably twice), a team of Workforce Development Board and County Boards' Consortium members visit each Job Center and meet with staff representatives to review performance and discuss local needs, services and other issues.

The results of each of these processes are shared with Board members and local elected officials in either complete or summary formats as appropriate. Successes are documented and form the bases for any incentives that may be made available. Deficiencies identified through these processes are documented and provide the bases for corrective action planning and staff development and technical assistance that may be required

2. Staff ASSET Training

Workforce Resource retains a Staff Training and Information Services Coordinator who is responsible for the integration of information systems training and development and the monitoring staff development needs as well as program performance report development and generation. The organization has developed unique information management process which have enable the attainment of performance standards through intensive monitoring and training to address deficiencies in state reporting and local data entry. Staff participate in all DWD sponsored training and ASSET training is incorporated into every monthly staff meeting conducted by WRI.

3. Monitoring

The monitoring and evaluation system described above is designed to identify any such deficiencies and provide training and other corrective action to address such needs.

4. Local Data Systems

Workforce Resource maintains the IRMA data system in partnership with Northwest CEP. This system allows for the integration of participant activity tracking integrated with program expenditure tracking. This system generates data that allows for day-to-day program decision making that could not be accomplished through the current and past versions of the ASSET system.

VIII. Performance and Accountability

A. Additional Standards

No standards in addition to those required by the Department of Labor and Department of Workforce Development are currently being employed.

B. Describe the local area continuous improvement activities and how performance data will contribute to this process.

The West Central Wisconsin Workforce Development Board and Workforce Resource are certified Enterprise members and as such infuse all activities with the philosophy of Continuous Quality Improvement. With the change of the Enterprise system to the Workforce Excellence Network, the organization is moving to adapt its Quality Improvement strategies to the new guidelines and will be applying for similar recognition through this new system. Performance data is an essential element of this process as it provides the "Business Results" by which an entity can determine where it is succeeding and where it needs to improve. Key to this process is access to accurate data which reflects the outcomes that are determined necessary to judge effectiveness. The uncertainty of the data-tracking systems at this juncture make it difficult to provide anything other than general statements about the use of such data in the CQI process. In the absence of an adequate state data system, the local area will modify its current internal system for tracking performance data by region, team and individual. This performance data will be gathered and initial results evaluated to determine performance in relation to established goals

Business Results are one of seven key elements of a Continuous Quality Improvement Strategy which must also include evaluations of:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Information and Analysis

- Human Resource Focus and,
- Process Management

The Board will integrate the setting of standards, measurement of effectiveness and on-going progress assessments of all of these areas into its Quality Improvement strategies.

This will be accomplished by the establishment and standards and the communication to service providers of performance and quality expectations accompanied by training and development of necessary skills to achieve standards and measurement of standards attainment. Recognition for the attainment of standards and corrective action strategies when standards are not achieved are necessary elements in the system. It will be expected that these concepts will be utilized by the inter-agency Job Center Management Teams as they translate Board expectations into action at the Job Center Service Team level and beyond to other partner agencies that provide services outside the Job Centers.

Job Center Management Teams will conduct quarterly reviews of standards in conjunction with committees of the Board. Annually there will be a detailed review of each Job Center's performance to identify quality improvement strategies in anticipation of the coming year's strategic goal setting. This becomes the process of continuous review, improvement and adjustment of goals and standards of performance and quality.

C. Retention Strategies

Workforce Resource will institute an enhanced retention services strategy during the duration of this plan. This will include changes in the method of evaluating staff performance to encourage weighing services to those in follow-up status on equal terms with active program registrants. In doing so, staff will be encouraged to consider those in retention service status as equal in service priority to those active in core, intensive and training services. Monitoring of activities associated with these participants will be modified and increased and data tracking processes will be modified to allow greater accountability in regard to the services and outcomes related to these individuals.

IX. Assurances and Signatures

1. The WDB including the chief elected official of the area and providers receiving funds under Title I of the Workforce Investment Act will comply with the Fiscal Controls established in Section 184 of WIA.
2. The WDB and chief elected official assure that it will comply with the nondiscrimination provisions of WIA section 188, including an assurance that a Methods of Administration has been developed and implemented.
3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA section 188.
4. The WDB assures that veterans will be afforded employment and training activities authorized in section 134 of WIA.
5. The WDB assures that all WIA participants will be exposed to full range of career choices including orienting and exposing women to training and jobs with family supporting wages that traditionally women have not held.
6. The WDB assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing.
7. The WDB assures that it will comply with section 504 of the Rehabilitation Act of 1973 and the American's with Disabilities Act of 1990.
8. The WDB assures that it developed this plan in consultation with the business community, labor organizations, and required partners.
9. The WDB assures that funds will be spent in accordance with the Workforce Investment Act legislation, regulations, written Department of Labor Guidance, and all other applicable Federal and State laws.

This plan has been developed for the West Central Workforce Development Area in accordance with the terms of the Workforce Investment Act.

Approved for the Workforce Development Board

Workforce Development Board Chair

Name (type or print): Robert Sather

Signature: _____ Date: _____

Approved for the Counties of the Workforce Development Area

Chief Local Elected Official

Name (type or print): Colleen Bates

Title: Chief Elected Official West Central Wisconsin County Boards' Consortium

Signature: _____ Date: _____